

The Boston Globe

Esfand Pourmand

Chief Product Officer



About The Boston Globe

The Boston Globe is a 26-time Pulitzer Prize winning news source featuring premium national and local content daily. With the largest newsroom in the region, The Boston Globe provides more news, analysis and information about community events, sports and entertainment than any other local news source.





About The Boston Globe



Church allowed abuse by priest for years



JIM DAVIS / GLOBE STAFF

Why did it take a succession of three cardinals and many bishops 34 years to place children out of John J. Geoghan's reach?

Spotlight' triumphs with Oscar for best picture
Timeline of key Spotlight report stories
More coverage of the Spotlight report
Other Globe investigations
About the Spotlight team
A revered guest; a family left in shreds

DEC. 7, 2002 | PART 2 OF 2



Geoghan preferred preying on poorer children

Psychiatric documents offer added insights into the Rev. John J. Geoghan's troubled mind and the motivations behind his errant actions.



JAN. 31, 2002

Scores of priests involved in sex abuse cases

Under an extraordinary cloak of secrecy, the Archdiocese of Boston in the last 10 years has quietly settled child molestation claims against at least 70 priests.

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Ariz. abuse case names bishop, 2 priests

Documents show that the three had sex during the late 1970s and early 1980s with a Tucson teenager who was later given a chancery job to ensure his silence.



DEC. 1, 2002

Archdiocese weighs bankruptcy filing

The Archdiocese of Boston prepared to take the extraordinary step of filing for bankruptcy, as hopes faded for a settlement with alleged victims of clergy sexual abuse.

- **Battle over files intensifies**



WENDY MAEDA/GLOBE STAFF

DEC. 4, 2002

More clergy abuse, secrecy cases

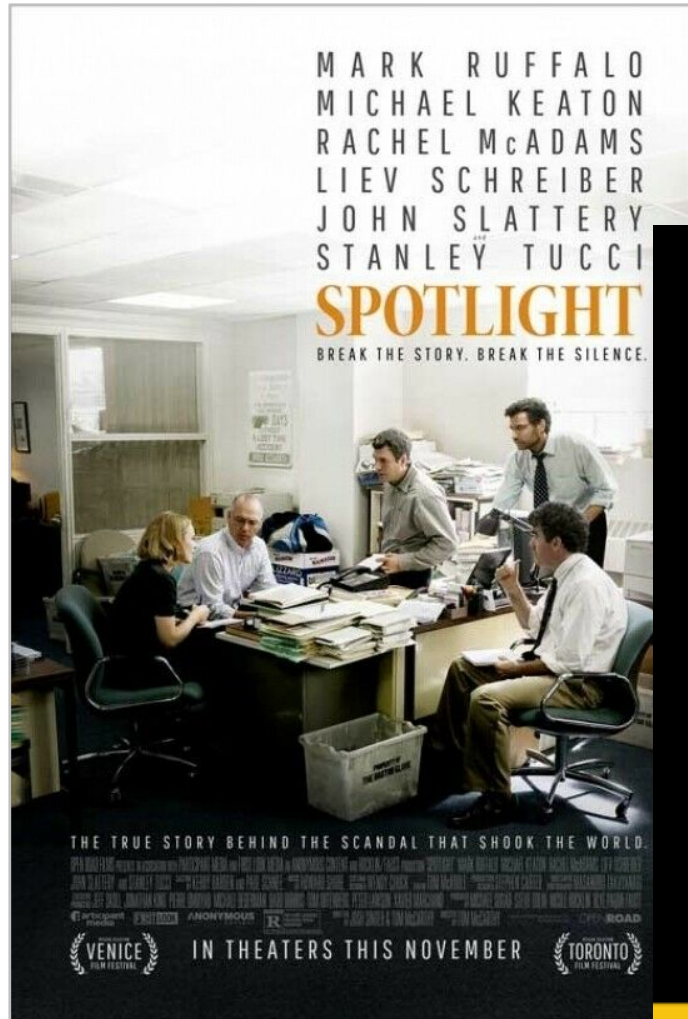
The Archdiocese of Boston for years dealt in secret with allegations against rogue priests, church records show.

- **He invoked religion for sexual acts**
- **Bishop's letters of warning ignored**
- **Records show a trail of secrecy, deception**



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2002



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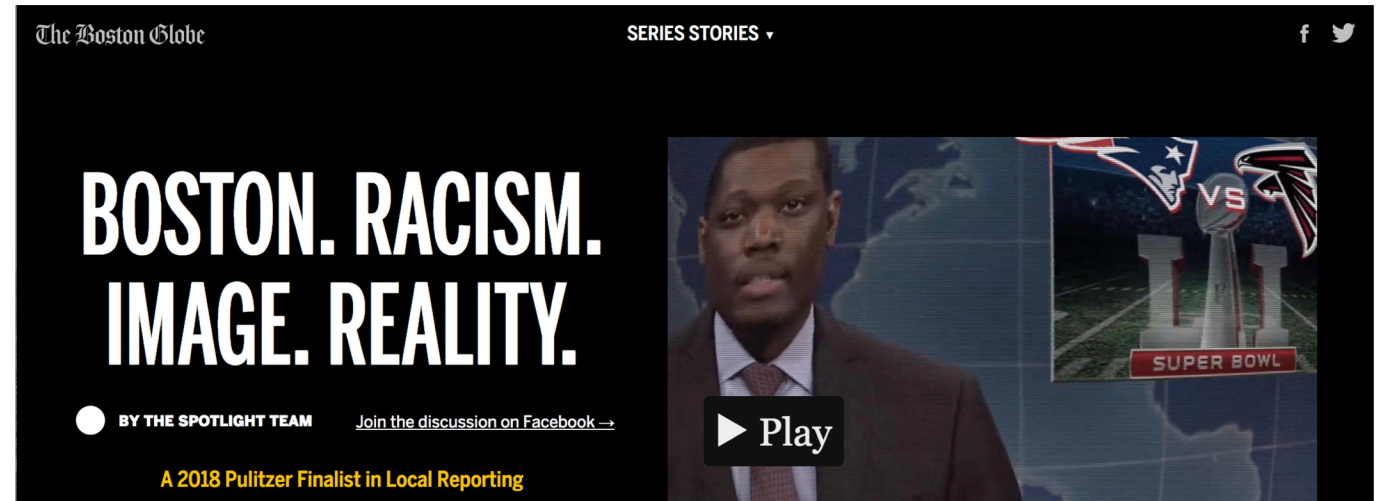
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2017 →



FOLLOW-UP ARTICLES



READERS OFFER SOLUTIONS AFTER GLOBE'S SERIES ON RACE IN BOSTON

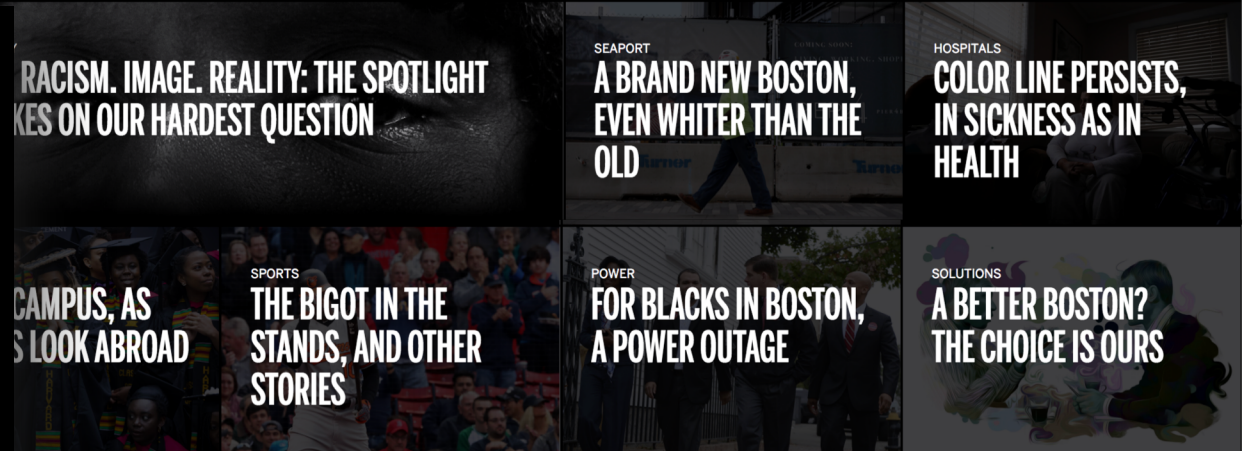
PODCAST: CHRIS GASPER & ADRIAN WALKER DISCUSS BOSTON SPORTS AND RACISM

THAT WAS NO TYPO: THE MEDIAN NET WORTH OF BLACK BOSTONIANS REALLY IS \$8



THE MAN IN THE SPOTLIGHT PHOTO SPEAKS

11 TAKEAWAYS FROM THIS SPOTLIGHT SERIES ON RACISM






About The Boston Globe

2018




The Boston Globe

GLADIATOR ▾




GLADIATOR

AARON HERNANDEZ AND FOOTBALL INC.




Part I: Bristol
BEHIND THE SMILE

Hernandez grew up to respect - and fear - his father. He also kept some painful secrets.




Part II: Florida
LOST IN "THE SWAMP"

A rising star with a violent streak enabled by college football




Part III: Foxborough
RUNNING FOR HIS LIFE

Hernandez was known within the Patriots as a top star who was beyond odd.




Part IV: Murder
A KILLER IN THE HUDDLE

The Patriots became the only NFL team with an active player accused in three murders.



Part V: Prison
A ROOM OF HIS OWN

Hernandez found a mixture of anguish and solace behind bars, until he chose to end it all.



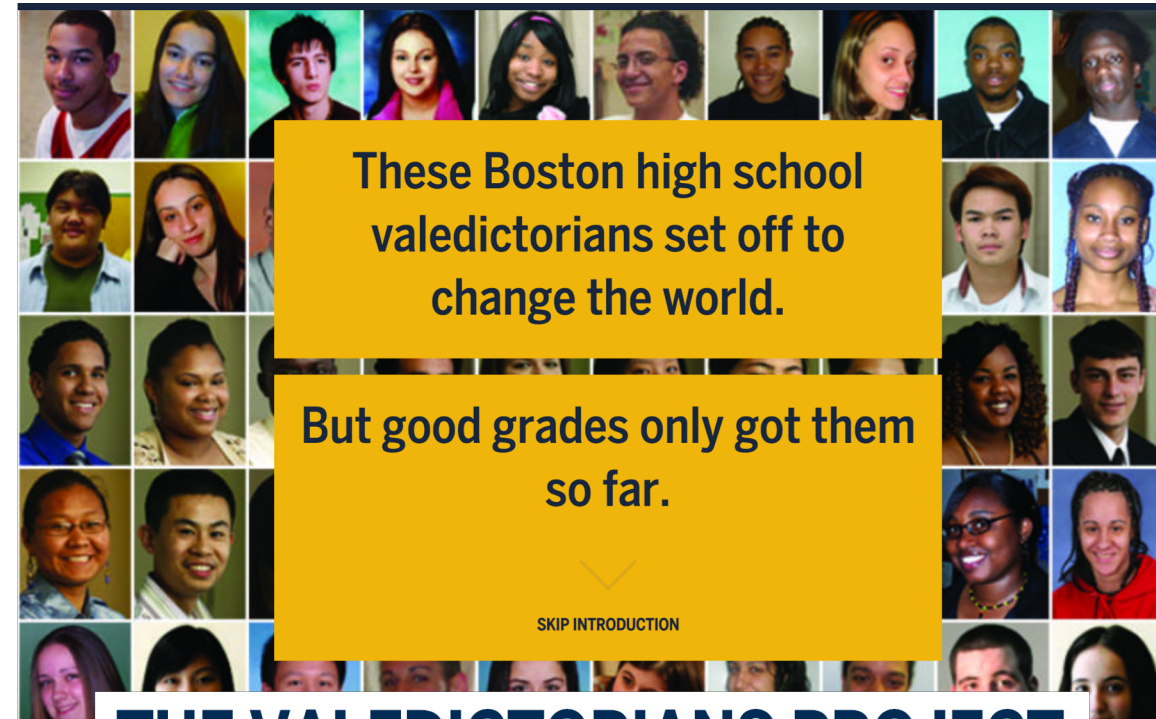
Part VI: CTE
A TERRIBLE THING TO WASTE

Hernandez's most lasting legacy in football may be one of his organs: His brain.



About The Boston Globe

2019 →



THE VALEDICTORIANS PROJECT



The Valedictorians Project: Where Do We Go From Here?

Tuesday, February 12, 2019
6:00pm — 7:30pm

RSVP

The Boston Globe
Events & Experiences

RSVP



PART 1
AN EPIDEMIC OF UNTAPPED POTENTIAL
When being smart, working hard, and finishing first still isn't enough.

PART 2
NO DOCTORS IN THE HOUSE
None of the Boston valedictorians who dreamed of becoming a doctor has earned a medical degree.

INTERACTIVE
Explore the data

INTERACTIVE
Meet the students

PART 3
THE EXAM SCHOOL DIVIDE
A select few go to Boston's prestigious exam schools. Everyone else swims in a sea of mediocrity.

PART 4
LOST ON CAMPUS
Even valedictorians sometimes feel like they don't belong in college.

IMAGES
Photos and videos

FAST READ
Eight takeaways

PART 5
HOPEFUL TO HOMELESS
Low-income, immigrant students can falter even after success.

COMMENTS
Join the discussion

READ MORE
Solutions

TELL US YOUR STORY
Your Boston public school experience

READ MORE
About this project





Historical Context
Current Performance
Future Outlook



Historical Context

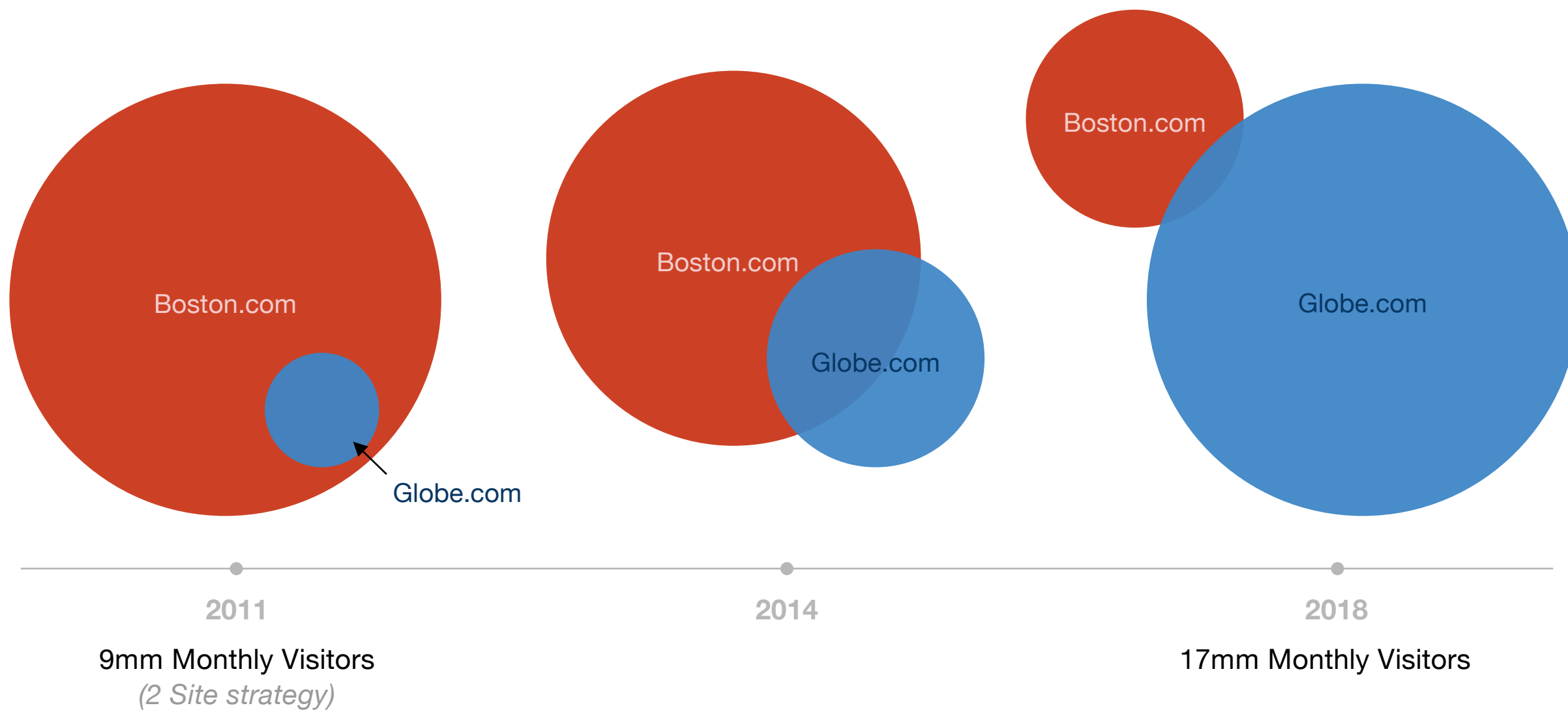
Current Performance

Future Outlook

Digital audience trends

Business model evolution

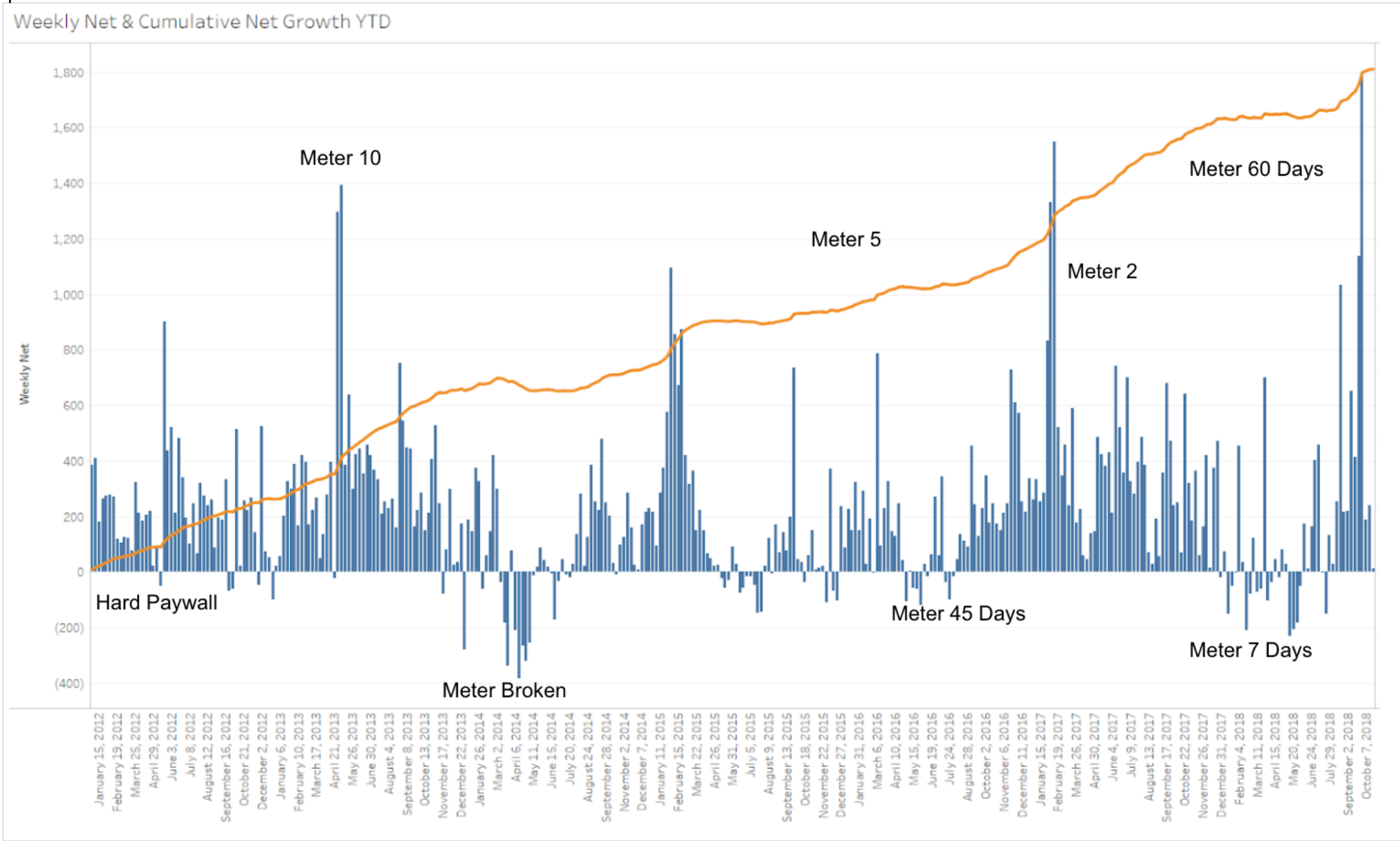
B | Digital audience changed after 2 site strategy



Note: bubble size represents monthly unique visitors



Subscriber growth requires being experimental



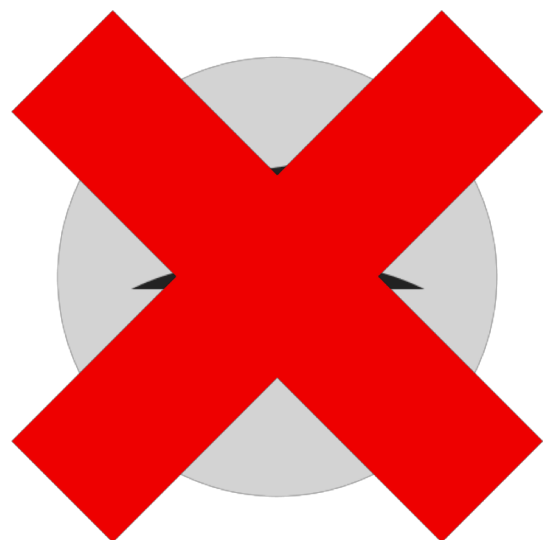


Historical Context
Current Performance
Future Outlook

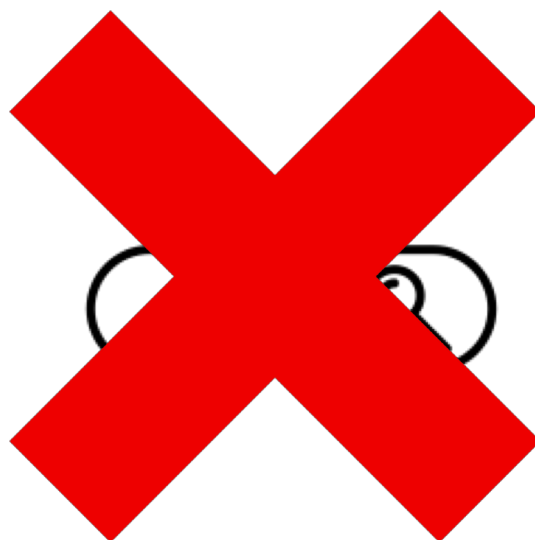
Pay model rules
Email
Subscriber value & retention
Private browsing
2-article meter
Pricing



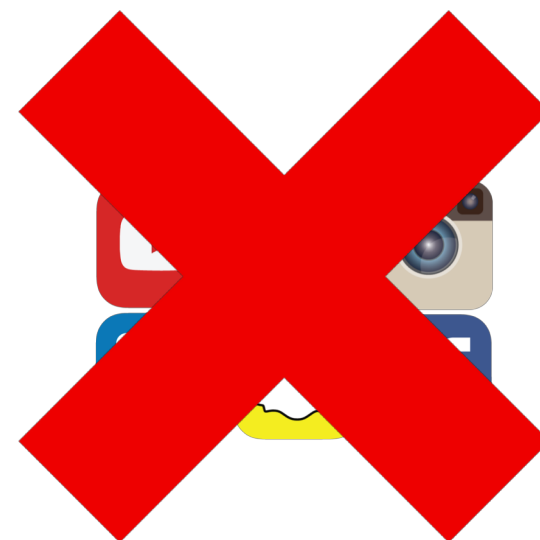
Do not allow any paywall exceptions



Private Browsing



Search



Social Media



Newsletters and email marketing are critical to digital growth



1.4B

On pace to surpass
1.4 billion emails
deployed in 2018



2.1M

There are 2.1M unique and
active daily newsletter
subscribers



10X

Site visitors that are known
have a conversion rate of 10X
that of anonymous visitors



Publishers should bet on a subscription business



90% of digital revenue is from subscribers

Subscriber revenue includes e-reader revenue
Ad revenue based on \$409k per month (56.5% non-subscriber, 43.5% subscriber, based on PV allocation of Logged In vs Logged Out)

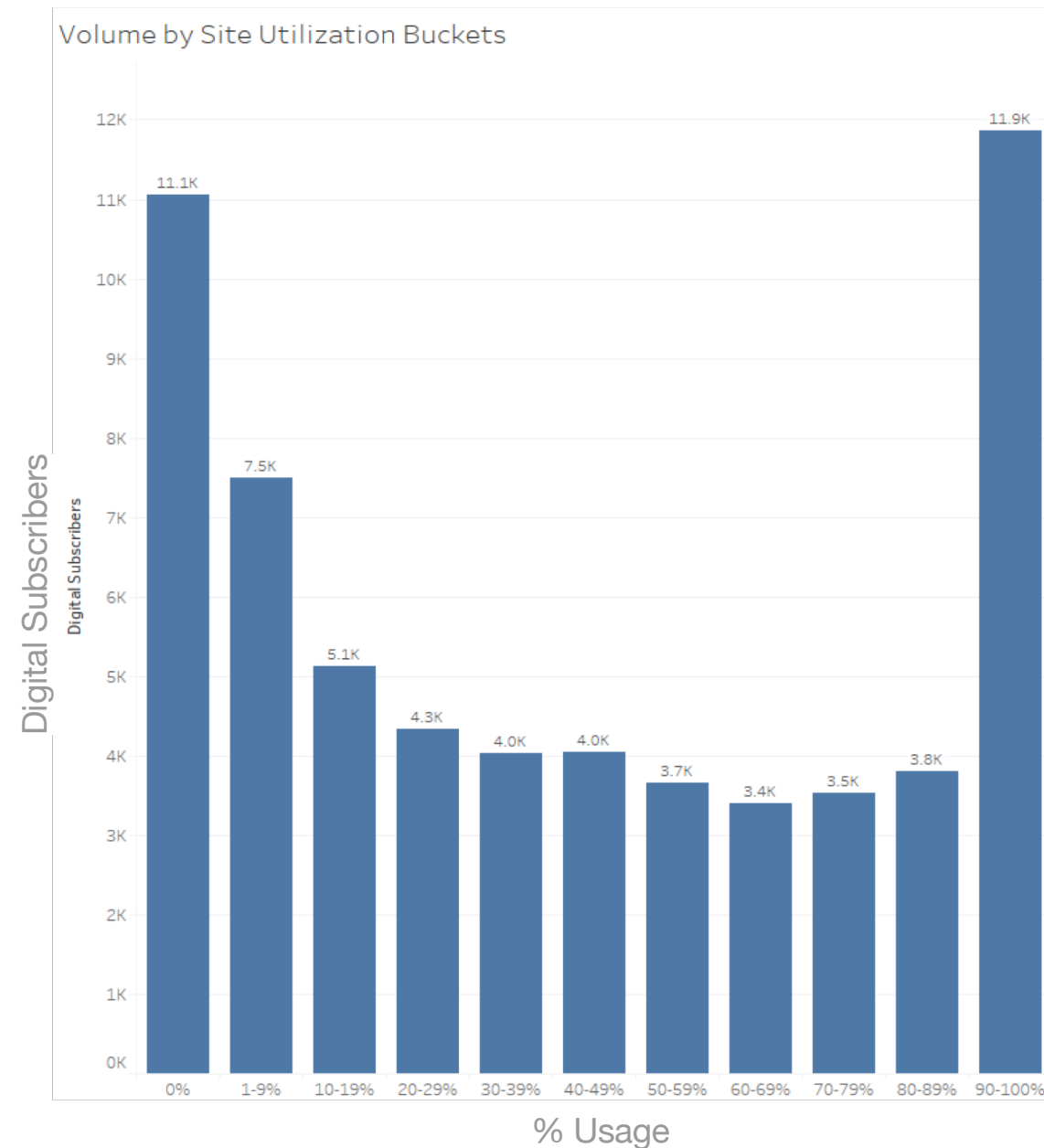


Most digital subscribers are either highly or very low engaged

On an average day, 45% of digital subscribers visited the site.

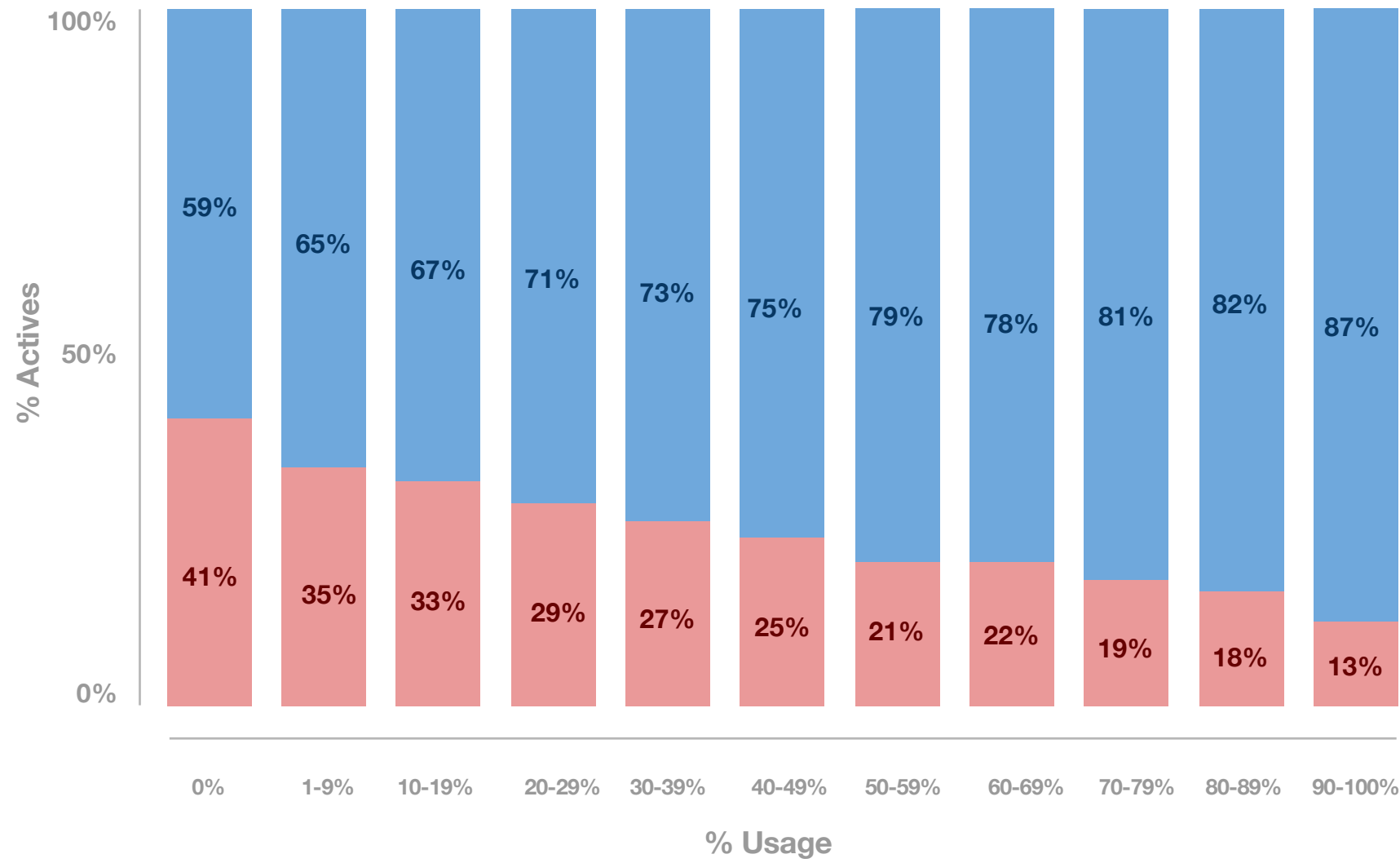
~18% of digital subscribers did not visit the site last month.

If each subscriber moved up one engagement bucket, we would have ~1,700 additional subscribers a year from today.





Linear relationship between engagement and retention

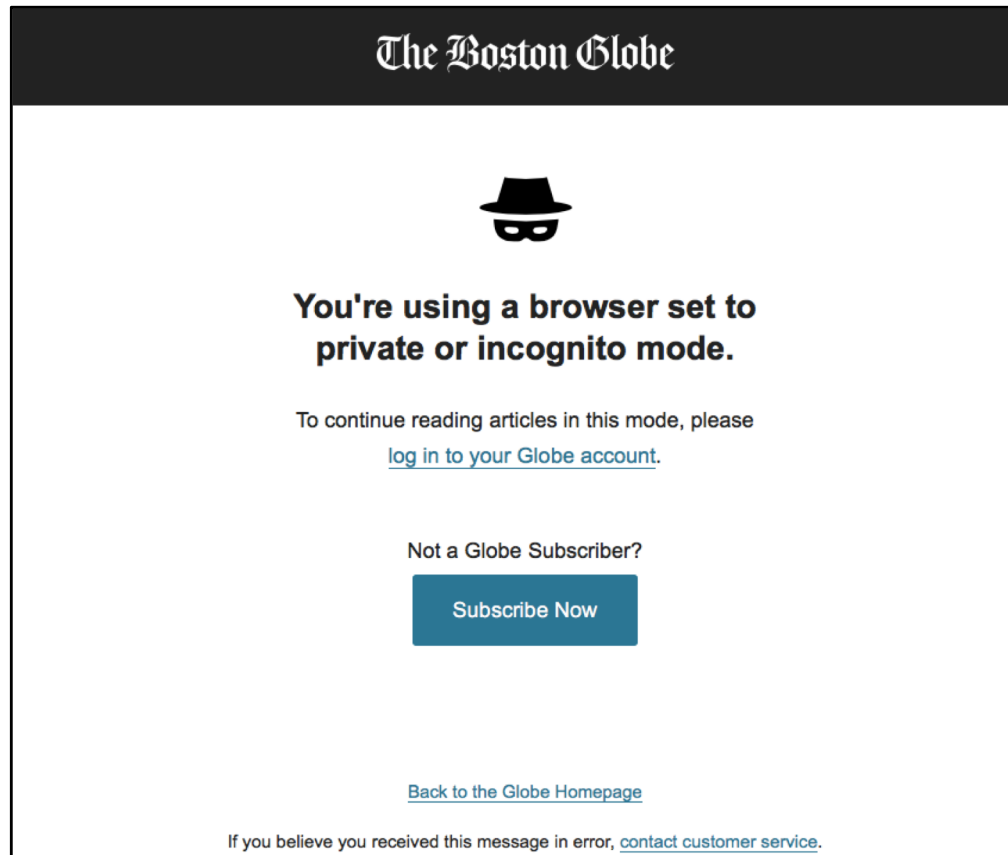


The correlation between site usage and retention is a linear, 1:1 relationship.

Subscribers who use the site on 90–100% of possible days have a one year retention of 87%, 3x that of our least engaged segment.



No exceptions. Readers will pay if you ask them to.



Private browsing stats:

About 6-8% of our audience browses privately

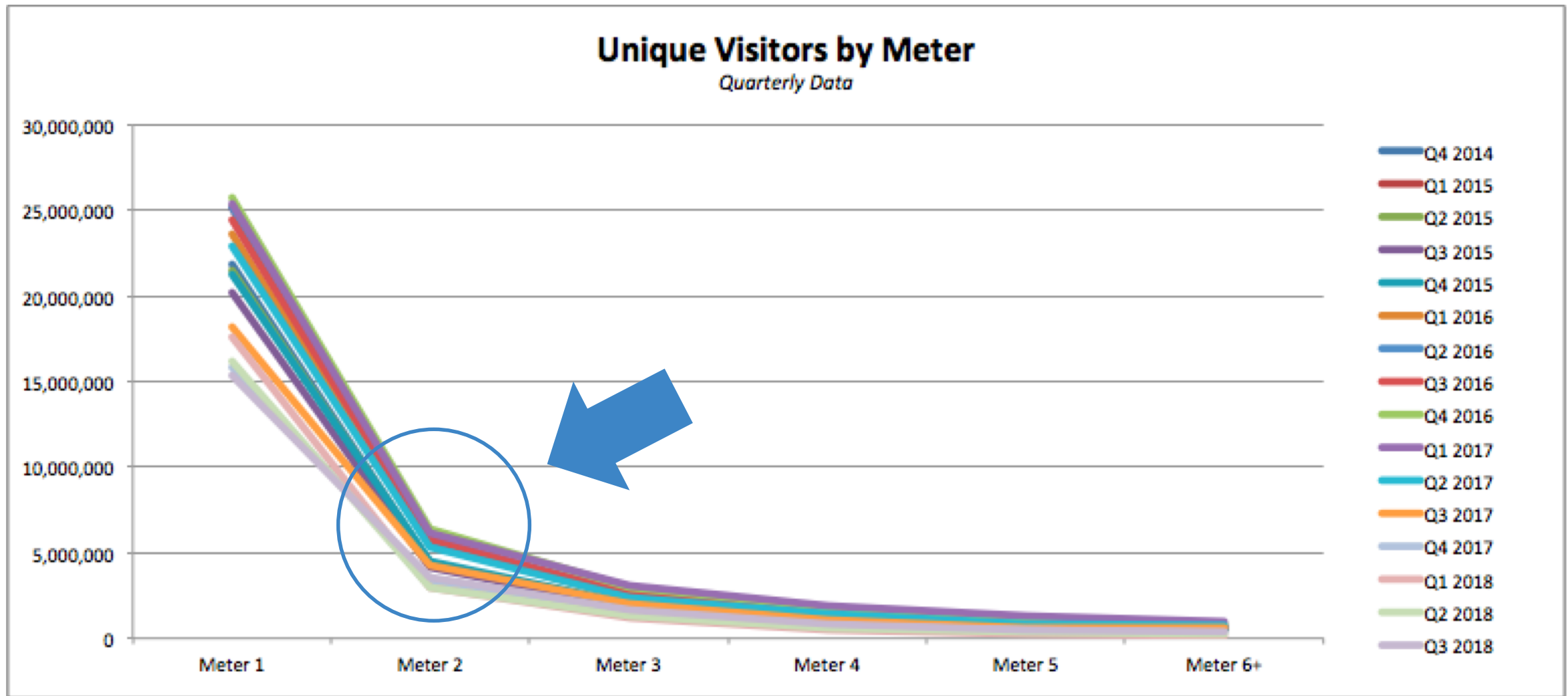
We convert about 6-10 new digital subscribers per day that are in incognito status

No impact on advertising

Support in marketplace



Reader behaviors don't change. Change the meter to catch the volume.





Ask readers to subscribe, and they will

11%

Roughly **11%** of visits are challenged with a paywall each day. That is up from about 5% earlier in the year.



Conversion rates have remained relatively consistent

39K

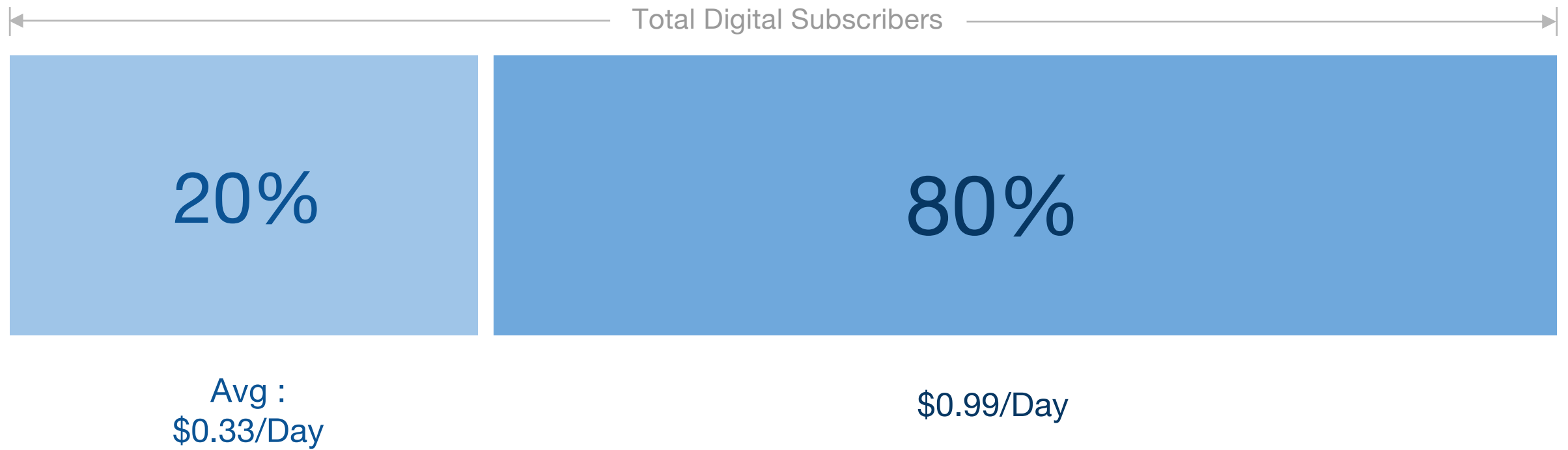
We have sold about **39K** new digital subscriptions YTD



Subscriber **cancellation rates** continue to decline



Get readers to subscribe. The pricing is less important.





Historical Context
Current Performance
Future Outlook

Vision
Revenue Breakdown
Paths to Digital-Only
Flexible Technology Stack
Diversify



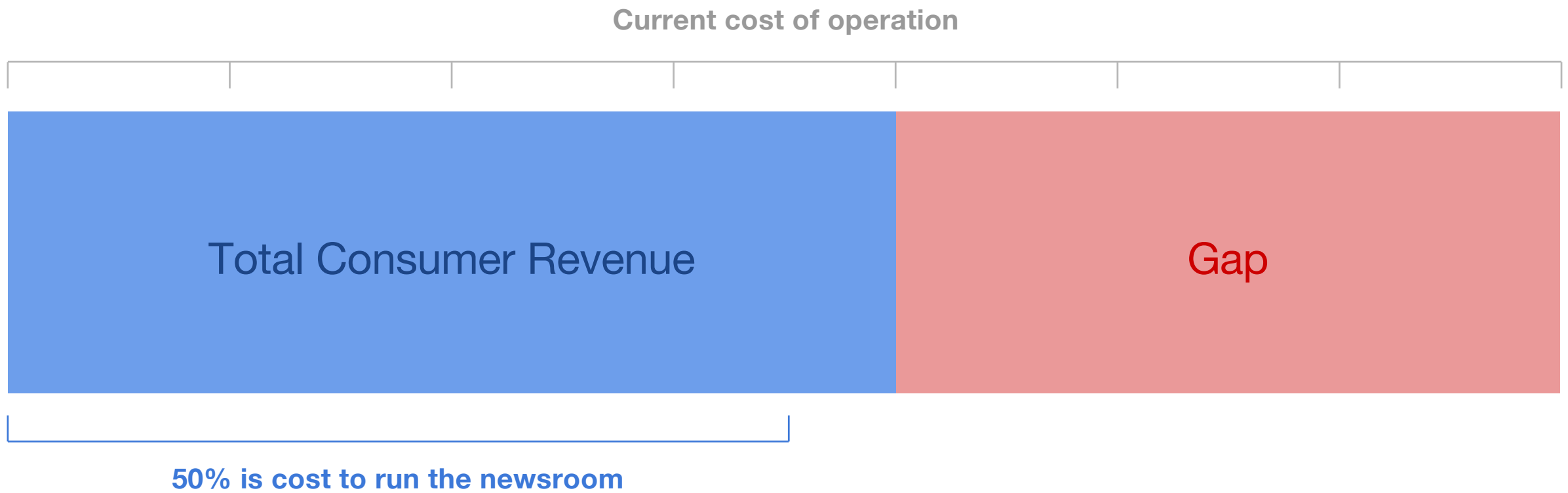
Our Vision

Boston Globe is the **steward of the communities** we serve. We inform, educate, and entertain our community, safeguard and support it, while always serving to connect people, ideas, and causes.

We strive to be a **consumer-revenue driven business** that serves and grows our paid-customer base with; quality journalism that adheres to our mission, products worth paying for, and technology that allows us to capture and retain those customers.



Minding the gap - current view





Choose a path

Risk Averse

Print-centric
Business as Usual

Heavy production and
distribution costs

Aggressive

Home Delivery Pricing

Slow path, normal print
declines

Bold

Move to Digital

Some areas will be priced
out of print, capture those
who will migrate to digital &
realize cost savings from
production and distribution

All in

Digital Only

The one path to
financial sustainability



Diversify

Focus on leveraging the current core newsroom core products, identify portfolio of complements deployed across new and current business extensions

- Subscription business models
- Media delivery opportunities
 - Podcasts
 - OTT
 - Documentaries
 - Other media
- New forms of training programs
 - Professional newsrooms/Journalism schools/Corporations
- High-end exclusive events and experiences, including travel

All will be made possible with strategic partnerships and connections.



Thank You